

## Agribusiness Firms' Supply Chain Management Practice: A Systematic Literature Review

Mesfin Mekonnen<sup>1</sup>, Chalchisa Amante<sup>2</sup> and Mekonnen Bogale<sup>3</sup>

<sup>1</sup>Lecturer , Departement of management, Dire Dawa University, and Doctoral Student, Department of Management, Jimma University, Jimma Oromia Ethiopia

<sup>2</sup>Associate Professor, Department of Management, Jimma University, Jimma Oromia Ethiopia

<sup>3</sup>Associate Professor, Department of Management, Jimma University, Jimma Oromia Ethiopia

\*Corresponding author: **Mesfin Mekonnen**

### Abstract

The main purpose of this review is to review the supply chain literature and examine the determinants of agribusiness supply chain management practices (ASCMP). In an attempt to address this objective, the study applied the systematic review methodology of Preferred Reporting Items for Systematic Reviews (PRISMA). The documents were extracted from the Science Direct, Scopus, and Google Scholar databases. The data was gathered through systematic reviews and analyzed using content analysis to acquire a comprehensive understanding of the determining factors of ASCMP. According to the generated findings, supplier management, supply chain integration, IT implementation, sustainability, trust, information sharing, customer relationship management, coordination, and collaboration management are the main determinants of ASCMP, while traceability, procurement planning, contract monitoring, top management support, staff competency, food safety management, and lean practice are less important. As a result, it was determined that it is critical for agribusiness firm management to recognize and address the identified factors influencing ASCMP to maintain and achieve success in their supply chain practices.

**Keywords:** Agribusiness, Supply chain practices, Supply chain management, Systematic literature review

### 1.0 Introduction

The supply chain has become the central organizing unit in the globalized economy (Lee & Mangalaraj, 2022). Companies compete in supply chains around the globe today. A well-designed supply chain is essential with so many elements that might cause delivery delays. Those who can construct a distinct supply chain and turn it into a strategic asset are business leaders and emerge as the best in class across industries and marketplaces (Chandrasekaran & Raghuram, 2014). Thus, it is essential to many businesses since the effectiveness of their supply chains determines whether they succeed or fail (Francis et al., 2021). Moreover, it is crucial to the achievement of most firms, as well as to their customers' pleasure and ability to remain competitive (Pratiwi et al., 2019; Christiansen, 2016).

Since the 1990s, supply chain management (SCM) has grown in importance and become a focus of management studies (Li, 2014; Van der Vorst, 2004). Some date this importance to the early 1980s; according to Felea and Albstroiu (2013), theorists' interest and practitioners' concern regarding SCM has steadily increased since the 1980s, when firms aware that they could no longer compete successfully isolated from their suppliers or other entities in the supply chain. Hence, these days, executives are becoming aware that the ultimate success of a single corporation will depend on the successful coordination, integration, and control of critical business operations among participants of the supply chain (Van der Vorst, 2000). Firms involved in the same supply chain, according to Maina et al. (2020) and Sandberg (2007) recognize tradeoffs with their adjacent consumers and suppliers and have begun to understand the value of integration in the chain to concentrate on what is provided to the end customer in terms of price and service. Excellence within a single organization is no longer sufficient; the complete supply chain must also show outward excellence. SCM is a management concept that has gained a lot of interest in academic journals, as well as in business and consulting businesses. SCM has been extensively investigated in numerous application domains during the last decade (Habib, 2011).

Different scholars have given their definitions concerning the concept of SCM from various points of view but with similar understanding. For instance, according to Chopra and Meindl (2016), a supply chain consists of all parties (manufacturers, suppliers, transporters, warehouses, retailers, and customers) and, within each organization, all the functions involved, straight or circuitously, in satisfying customer demand. Mentzer et al. (2001) define SCM as the systemic, strategic coordination of traditional business activities and the techniques between various business functions inside a specific organization and among businesses within the supply chain, to improve the long-term performance of the individual firms and the supply chain as a whole. According to Suleiman et al. (2021), SCM is a set of business processes that encompasses a trading partner community engaged in a shared goal of satisfying the end customer.

According to the Council of Supply Chain Management Professionals on the other hand, "SCM includes the planning and management of all activities involved in sourcing and procurement, conversion and all logistics management activities. It also includes coordination and collaboration with channel partners, which might include suppliers, intermediaries, third-party service providers, and customers. In essence, supply chain management integrates supply and demand management within and across companies" (Vitasek, 2013, p., 187). Thus, handling supply chains requires an integral approach in which chain partners jointly plan and control the flow of goods, information, technology, and capital from 'farm to fork', that means, from the suppliers of raw materials to the final consumers and vice versa (Roedel et al., 2002).

In the current global scenario, agribusiness plays an indispensable role in the world's economy (Tagiyev, 2021; Behzadi et al., 2017). Agribusiness is one of the primary economic activities that connect the agricultural economy, and its demand and supply management aimed at the well-being of society. It is concerned not just with people or firms who produce at the farm gate, but also with those who give inputs, process the output, manufacture goods and commodities from the produce, and transport or sell the products. Each step of the way can be plagued with issues such as diversity of production and demand, bulkiness of produce, perishability, and seasonality (Chandrasekaran & Raghuram, 2014). Zhang et al. (2021) also, assert that agribusiness is becoming increasingly significant for the steady and sustainable growth of agriculture. This industry is important to the economy, contributing significantly to the GDP of many nations, especially developing nations (Pawlak & Koodziejczak, 2020; Kwamega et al., 2019).

In agribusiness, SCM refers to managing the relationships between the businesses responsible for the efficient

production and supply of products from the farm level to the consumer to meet consumers' requirements reliably in terms of quantity, quality, and price (NIOAEM, 2019). Behzadi et al. (2017) define an agribusiness supply chain as the entire farm-to-fork process for a food product, including stages like supply, production, post-harvest, storage, processing, distribution, and linkages. Somashekhar et al. (2016) also highlight the importance of agri-business supply chain management, which includes key players like farmers, commission agents, buyers, processing companies, exporting companies, and secondary markets. Logistical and cross-functional drivers influence the performance of this supply chain.

Despite the importance of agribusiness SCM, there are many uncertainties about what factors determine agribusiness firms' SCM practices. In this regard, only a few studies have conducted systematic literature reviews (SLR) or used a bibliometric method in their analysis to establish what factors influence ASCMP. However, several papers have used unique methodologies to investigate specific topics or typical processes. These topics and processes include agriculture SCM as described by Khandelwal et al. (2021) in the studies and research performed from 2010 to 2020. From the review, the main outcome of their study was that organic agriculture, technological innovations in agriculture, information technology, blockchain, and smart farming are the future of agriculture SCM. Palazzo and Vollero (2021), on food sustainable SCM, showed the building blocks and the main research directions in food sustainable supply chain management. While Routroy and Behera (2017), in an agriculture supply chain systematic review of the literature and implications for future research, indicated that inventory policy, demand forecasting, and agriculture SC integration were found to be important areas of the agriculture supply chain, they were less focused, studied, and researched. There are also studies conducted on supply chain management-related issues, for instance, Lee and Mangalaraj (2022); Ramish et al. (2022); Koot et al. (2021); Jamaluddin and Saibani (2021); Sadeghi Asl et al. (2021); Simbizi et al. (2021); Talwar et al. (2021). However, an insignificant number or none of the studies were conducted on the determinant factors of ASCMP.

In conclusion, despite the existing SLR on agriculture supply chain management (Khandelwal et al., 2021; Palazzo and Vollero, 2021; Routroy and Behera, 2017), there has been no research concentrated on what factors determine the agribusiness supply chain management practice. Thus, the present study aims to fill the abovementioned gap because it examines the determining factors of ASCMP systematically. Hence, the main question and objective have been raised in the current study: Research question: What factors determine agribusiness supply chain management practices? Objective: To examine the determinant factors of agribusiness supply chain management practices.

In an attempt to answer this question and be objective, the study adopted a SLR approach. That is, the data gathered through systematic reviews and analyzed using content analysis to acquire a complete understanding of the determining factors of ASCMP. In this way, it offered an overview of the definitions and the reasons for conducting this research in the introduction. In Section 2, the research methodology is described using tables and diagrams. Section 3 summarizes the research findings, section 4 addresses the proposed framework, Section 5 expresses the conclusion, and Section 6 makes suggestions for future research.

## **2.0 Methods**

In this study, an SLR was adopted to deliver an objective, state-of-the-art overview of the determinant factors of ASCMP in today's SCM and logistics research. According to Tranfield et al. (2003), SLR differ from standard narrative reviews in that they use a process that is repeatable, scientific, and transparent. Routroy and Behera (2017) argue that, in contrast to the traditional or narrative review, systematic reviews use a more rigorous and well-defined approach to reviewing the literature in a specific subject area. Palazzo and Vollero

(2021) also stated that, unlike other commonly structured literature reviews, a systematic review can be effective in managing the exploration of a vast number of academic publications and allows the development of a complex framework for the research issues. The method can also help researchers and scholars explore the literature by considering its bibliographic elements (Xu et al., 2020). The use of systematic or structured literature reviews has become a well-established approach in the management domain (Sauer & Seuring, 2023)

Therefore, this study follows an SLR method to analyze, summarize, and draw inferences (Okoli & Schabram, 2010; Randolph, 2009) from the accessible literature on agribusiness SCM. The study applied the systematic review methodology of Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) proposed by Page et al. (2021). This method was created to provide transparent, clear, and reliable conclusions, convey vast amounts of information, and minimize the introduction of bias (Sohrabi et al., 2021; Page et al., 2021). Moreover, it provides transparency, accuracy, and completeness systematic reviews reporting (Shamseer et al., 2015). Throughout the systematic review, PRISMA is used to assist the data-gathering process in the area of SCM (Jamaluddin & Saibani, 2021). PRISMA is a tool that can create clear research questions, set inclusion and exclusion criteria, and analyze extensive literature databases within a specific timeframe (Jamaluddin & Saibani, 2021; Sierra-Correa & Cantera Kintz, 2015). In this study, the review approach comprises the eligibility criteria, database selection or information sources, search strategy, the selection criteria for the selection process, and the criteria for analysis and synthesis.

The systematic literature review (SLR) is a systematic review method based on the PRISMA framework (Moher et al., 2009), consisting of four phases: identification, eligibility, screening, and included. The PRISMA framework was adopted as it allows researchers to conduct systematic reviews and critically assess, collect, and analyze existing research studies and literature (Imbiri et al., 2023).

### **2.1 Eligibility criteria.**

An eligibility criterion is a pre-specified, unambiguous foundation for determining the scope of studies to be synthesized in a systematic review. Specifying the criteria used to determine what evidence was eligible or ineligible in sufficient detail is crucial, and it allows readers to comprehend the extent of the review and verify inclusion decisions (Page et al., 2021). The development of explicit inclusion and exclusion criteria is essential to any review process (Cochrane, 2022). According to the PRISMA, defining eligibility criteria for report features such as dissemination year, language, and report status (for example, whether unpublished publications and conference abstracts were eligible for inclusion) (Page et al., 2021). Hiebl (2021) further stated that the inclusion criteria may include peer review, reported outcome, study setting, study design, and type of publication. While the common exclusion criteria are date, exposure of interest, geographic location of the study, language, and duplication.

Hence, the inclusion criteria for this study comprise articles in the context of ASCMP. That is, the subject areas have to align with the academic fields taken into consideration (e.g., supply chain management, operation management, logistics management, procurement, inventory, transportation, business management, and marketing), where the author examines the practice of SCM practice in an agribusiness context. Second, the articles should be fully published and written in English, as well as only journal papers, and peer-reviewed articles, as they contain more mature and complete reports of their research (González-Albo & Bordons, 2011). Third, the time horizon for the selection of articles should be between the beginning of 2000 and the middle of 2023. The year 2000 was chosen as the starting point for collecting relevant data since it allows more time to gather rich evidence to answer the study questions. According to Meline (2006), reviewers must provide adequate justification for their choice of period. Similarly, the middle of 2023 was chosen as the

endpoint to incorporate the most current academic journal papers. Table 1 below depicts the eligibility criteria for inclusion and exclusion in this study.

**Table 1. Inclusion and exclusion criteria**

Criterion	Eligibility	Exclusion
Literature Type	Journal papers, and peer-reviewed articles including case studies	Book chapters, unpublished manuscripts, conference reports, and thesis
Language	English	Non-English
Areas of study	ASCM practices	Other than ASCM practices
Time horizon	At the beginning of 2000 and mid-2023	Different from the beginning of 2000

## 2.2. Database selection or information sources

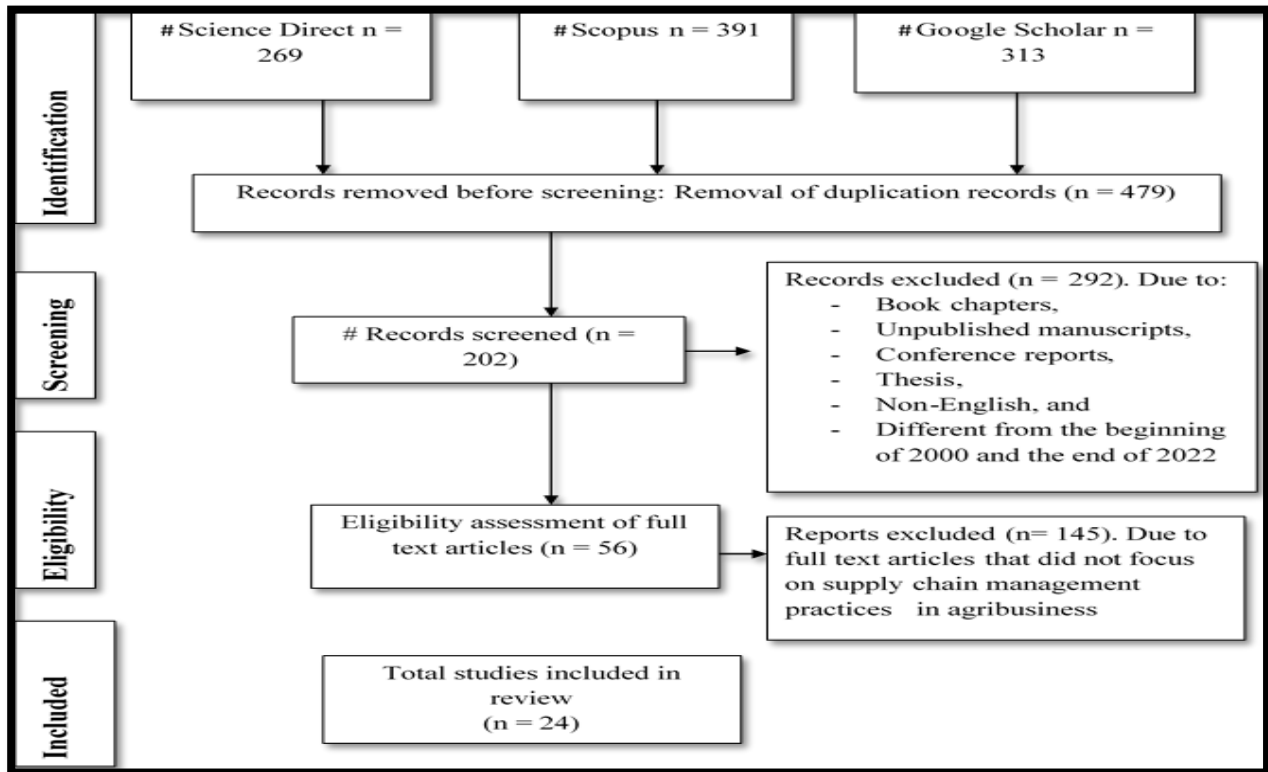
According to the PRISMA framework, authors should include a full description of the information sources that were searched or consulted, including the dates when each source was last searched, to allow users to assess the completeness and currency of the systematic review and to allow updates. Several online resources examined in this study to discover current and relevant literature on ASCMP. Science Direct, Scopus, and Google Scholar were the study's databases. These databases were chosen because they are easily accessible to the researcher and are suggested for SCM studies. While every effort was made to inculcate as many papers as possible, the current study does not claim that the databases are complete or exhaustive.

## 2.3 Search strategy and selection process

As described in the PRISMA 2020 checklist (items 7 and 8), presenting the full search strategies for all databases, registers, and websites, including any filters and limits, is expected. In addition, the authors should specify the methods and the procedure utilized to determine whether a study matched the review inclusion criteria. An integrative systematic review, according to Jackson et al. (2019), combines studies utilizing quantitative, qualitative, and mixed methods, resulting in a rich overview of papers with diverse study approaches. The initial step was to identify the keywords that utilized in the search process. Hence, the search strategies for all databases were undertaken using the following keywords: "supply chain, supply chain management, supply chain management practice, agri-business firms' supply chain management practice, agriculture supply chain management, determinants of agri-business firms' supply chain management practice, and factors affecting agri-business firms' supply chain management practice".

Because of the search criterion, initially, 973 publications were retrieved from Science Direct, Scopus, and Google Scholar. Then, the list of articles was examined and errors were corrected, such as by removing double entries and articles that, upon closer inspection, did not analyze agri-business supply chain management practice or did not meet other initial requirements (period, literature type, or language). As a result, 479 duplicate papers were discarded during the identification stage. Then, 292 articles were eliminated during

screening, and 145 papers were eliminated further at the eligibility stage. Only 24 primary articles that dedicated on the research issue were retained after completing this extremely hard, time-consuming, and stringent systematic review (Mallett et al., 2012). Because developing a review methodology is essential for conducting a robust systematic review (Xiao & Watson, 2019), Figure 1 depicts a summary of the article selection process using the PRISMA flow diagram.



**Figure 1. The PRISMA flow diagram of the systematic literature review**

**Source: Adapted from Moher et al. (2009); Jamaluddin and Saibani (2021)**

#### **2.4. Data analysis**

The 24 full-text articles considered for review were examined to extract the practices of supply chain management in the agribusiness domain across the globe using descriptive and content analysis to summarize selected papers and identify themes. The study processed data iteratively using descriptive analysis and content analysis to summarize selected papers and identify themes in primary studies. Content analysis is a quantitative and qualitative method in empirical social science (Seuring & Gold, 2012). According to Elo et al. (2014), content analysis analyzes words, themes, or concepts in data, qualitative or quantitative. Content analysis is a systematic data analysis technique for document classification, organization, and comparison (Elango & Kumaravel, 2022). The following information was taken from each of these studies: distribution over various journals, distribution of research papers over time, research methodology, country/region,

nature of agriculture firms, and publication categorization for ASCMP. Moreover, the main determinants agribusiness supply chain management practices also addressed.

### 3.0 Result and analysis

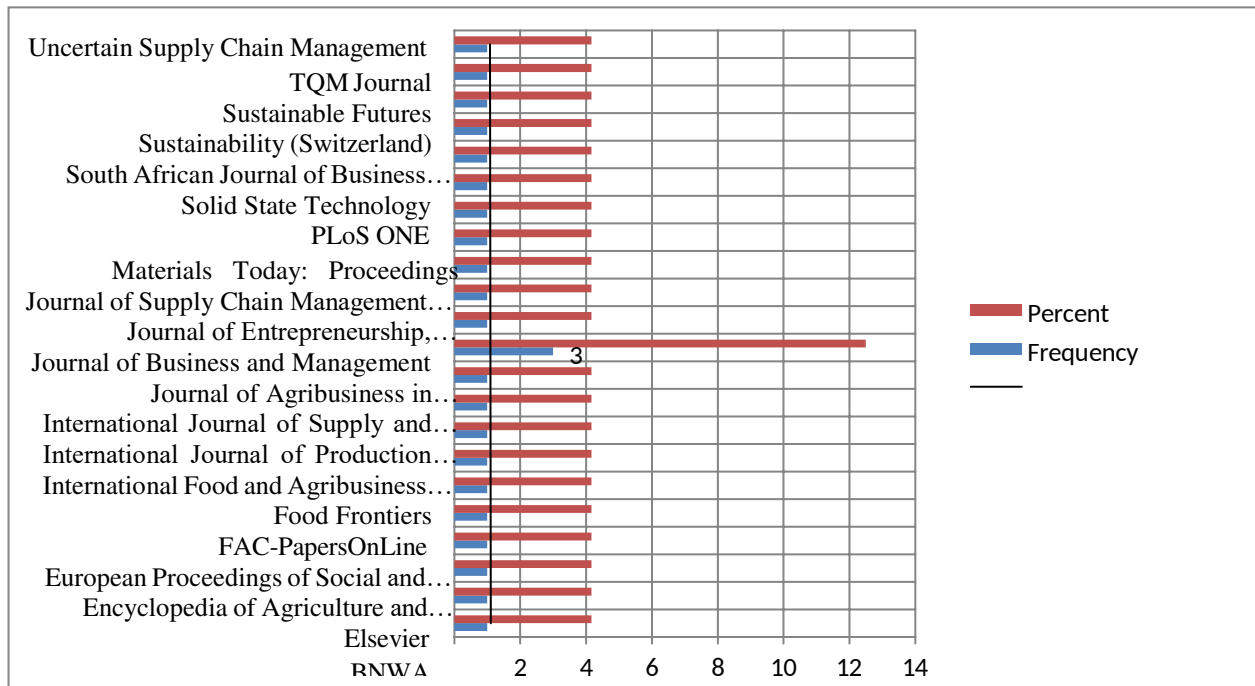
This section provides a detailed overview of the publications discovered because of the search technique. The study produced descriptive and content analyses, which are addressed further below.

#### 1) Characteristics of the reviewed articles

This section assesses article distribution over various journals, distribution of research papers over time, research methodology, country/region, nature of agriculture firms, and publication categorization for ASCMP.

##### *A. Publication of papers based on journals based distribution.*

Publications dispersed throughout various journals. Figure 2 shows the publication distribution of the eligible 24 research articles for the final analysis across multiple journals. From the figure, it is clear that the majority of the papers published in twenty-one different journals, and three of the papers published in the Journal of Agribusiness in Developing and Emerging Economies.



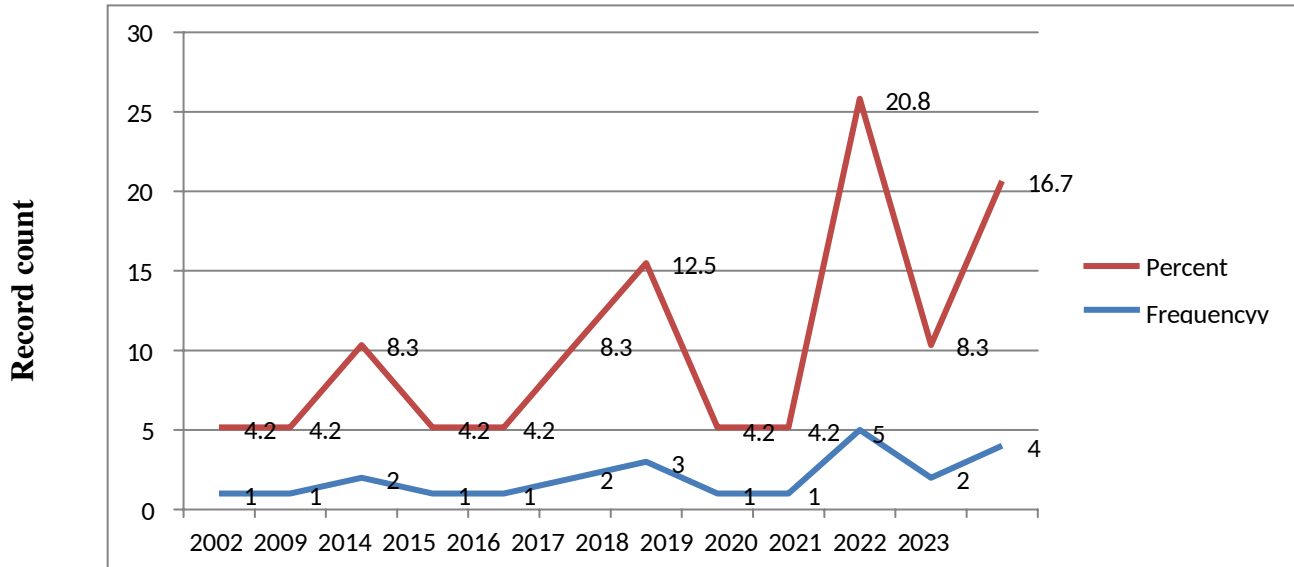
**Figure 2. Distribution papers over the various journals**

Source: Own Survey (2023)

##### *B. Timely distribution of research papers*

Figure 3 depicts the distribution of eligible research publications by year from 2000 to mid-2023. The number of articles about agribusiness or agriculture SCM practices has increased from time to time, as depicted in Figure 2, perhaps due to the increased interest and awareness of managers and academics in the area of supply chain management in general or agribusiness or agriculture SCM in particular. In addition, probably because governments and private bodies support agricultural research, new international journals are focusing on

agriculture SC support. As revealed in figure 2, the year 2021 had many identified papers, totaling five, followed by 2023 and 2018, totaling four and three, respectively. This statistic indicates that the publication of these papers is increasing, with more than half published in the last eight years.



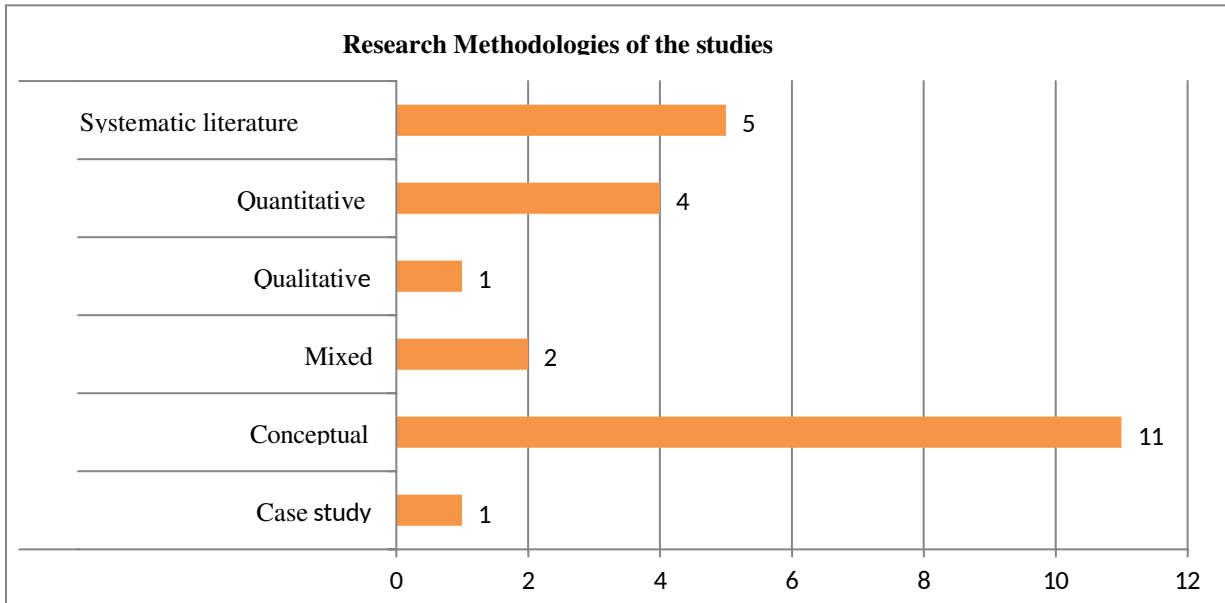
**Figure 3. Distribution of papers over the years**

Source: Own Survey (2023)

**C. Nature of studies**

Papers on the agribusiness SCMP can be seen based on the methods used. Figure 4 depicts the researchers' research approach. This figure gives information about the number of studies being conducted using various approaches. The most desired type was theoretical or review. They inherited the theories and assumptions based on the research articles that had been introduced up to that point, with 11 papers of this type. The majority of the research papers examined in the study were also systematic literature reviews and quantitative. That accounts for five and four papers respectively. Case studies and qualitative are not prevalent, with the number of articles being one for each. Only two articles were formulated using mixed methods.



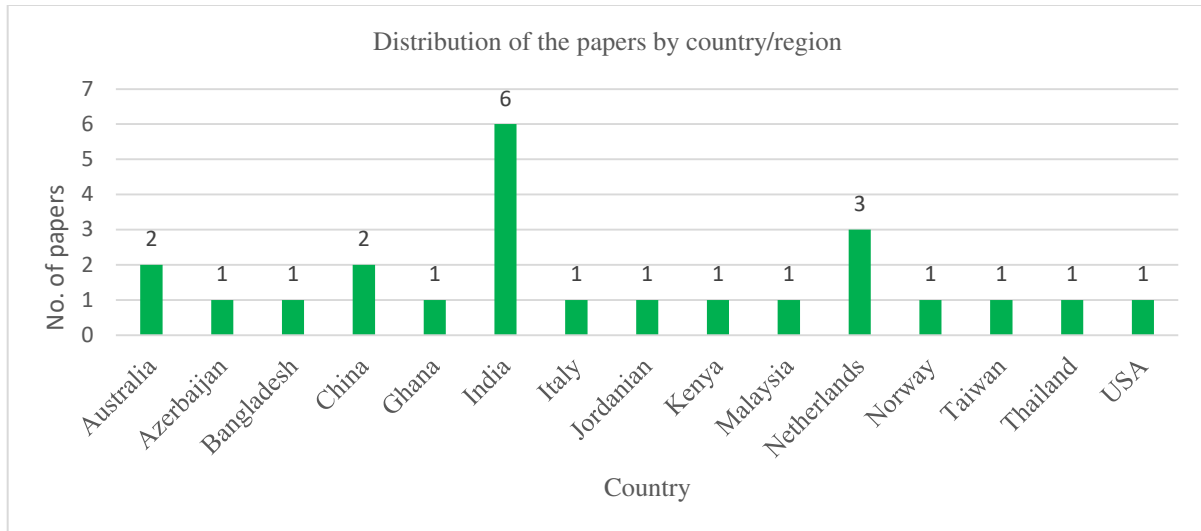


**Figure 4. Methods adopted by the papers**

Source: Own Survey (2023)

***D. Country/region distribution of research papers***

Papers are classified based on the authors' affiliated countries or regions. Figure 5 shows that the research papers are well distributed among all countries as well as developed and developing regions. Based on studies in specific countries, for instance, India has the biggest share of the extant literature with six papers. Further, this region-based classification clearly demonstrates that the majority most papers are from developed countries in Asia (54.17%), Europe (25%), Australia (8.3%), and the USA (4.2%), with less attention paid to agriculture SCM in developing areas such as Africa (8.3%), despite the fact that many countries in these regions are still primarily agrarian.

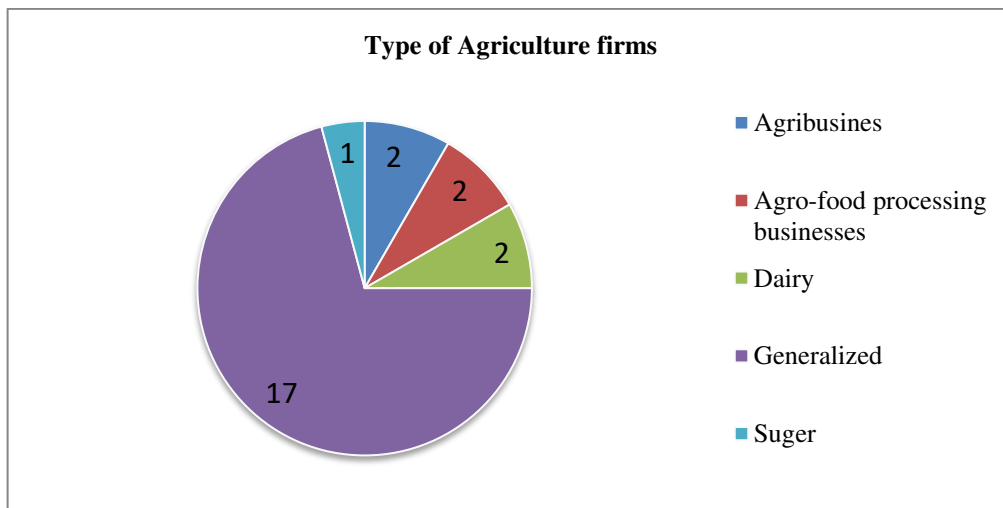


**Figure 5. Distributions of papers by country or region**

Source: Own Survey (2023)

**E. The distribution of the papers based on the type of agriculture firms**

Figure 6 shows the contributions of different researchers to different types of agriculture firms. The agriculture firms are mostly mentioned in the order in which they emerged in the research. From the figure, it is evident that the highest number of researchers have worked on generalized firms.

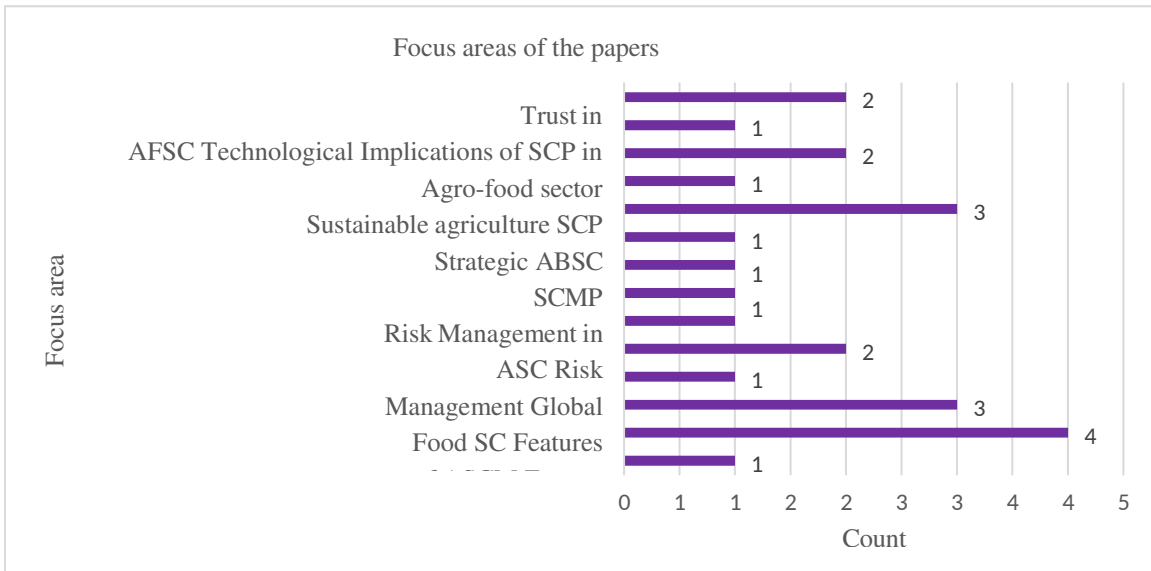


**Figure 6. Distributions of papers by type of agriculture firms**

Source: Own Survey (2023)

**F. The distribution of the papers based on focus areas**

As indicated in Figure 7, the majority of publications focused on "agricultural supply chain management (ASCM)" (16.7%: 4 papers), followed by SCMP and challenges of agriculture supply chain" (12.5: 3 papers each). Trust, factors affecting ASCM, and sustainable ASCM are the next most focused areas of the papers, with 8.3% each.



**Figure 7. Distributions of papers by focus areas**

Source: Own Survey (2023)

**2) Determinants of agribusiness firms’ supply chain management practice: thematic analysis**

This section delved into the key determinants of agribusiness supply chain management practices (ASCMP), presenting an overview of these determinants from 24 systematic literature reviews. IT implementation or technology adaptation, sustainability, trust, information sharing, supplier management, customer relationship management, supply chain integration, and coordination and collaboration management were found to be the main determinants of ASCMP. Transportation and distribution management, inventory management, demand forecasting, perishability, commitment, leadership or top management support, and supply chain manufacturing practices were found to be the other major issues for ASCMP. Traceability, procurement planning, contract monitoring, staff competency, food safety management and quality, and lean practice were found to be the least important of ASCMP, according to the reviewed papers. Thus, the thematic analysis involved analyzing, synthesizing, and classifying selected articles into predefined categories, as indicated table 2 on the appendix.

**A. IT implementation or technology adaptation**

Khandelwal et al. (2021) highlight the current challenge of ensuring end-to-end transparency in the supply chain, which can be achieved through technological adaptation. With this regard, IT plays a crucial role in effective and open ASCM, enabling track and trace schemes and e-procurement methods. The popularity of cell

phones allows real-time climate and price information, early alert services, and Enterprise Resource Planning (ERP) for successful in-house business processes. Routry and Behera (2017) also noted that IT enhances agriculture SC efficiency and responsiveness, enabling traceability and e-procurement systems and facilitating a streamlined procurement process for farmers and vendors. Modern technology plays a crucial role in transforming conventional agricultural logistics. That means the advent of advanced technologies like IoT, sensing, AI, and big data has significantly enhanced agricultural product logistics systems (Singh et al., 2023).

IT systems in agri-food SCM can provide a competitive advantage by generating information and enhancing responsive but limited agribusiness supply chain management (Tagiyev, 2021) Information sharing and information technology enable and support logistics and quality management in global food supply chains through sophisticated information technologies and the virtualization of product flows (Trienekens et al., 2014). According to Kumar and Mohan (2014), ICT is significantly improving dairy sector services, enhancing quality, transport, production, marketing, and human empowerment. It facilitates the integration of revenue, labor and resources into the human empowerment grid. ICT implementation ensures advanced, reliable, and fast milk supply with tools like RFID recording logistics operations. It also facilitates policy implementation and measures effectiveness. Likewise, Kwamega et al. (2018) and Susanto and Othman (2021) noted that continuous improvement and innovation, and technology adaptation are the key elements of agriculture supply chain practice in determining firms performance and collaborative performance systems.

#### ***B. Information sharing***

Supply chain information systems facilitate efficient and safe information exchange between supply chain participants. They support tracking and planning in collaborative environments. Small producers increasingly collaborate through integrated information exchange, supported by third-party software providers. Information systems and technology are crucial for information exchange in food supply chains, necessitating the development of increasingly flexible systems to meet diverse global information requirements (Trienekens et al., 2014). Information sharing and transparency, both internally within organizations and externally amongst supply chain partners, can have a significant positive impact on the entire supply chain by improving planning, production, and delivery performance (Høyer et al., 2019). Information is crucial for managing and coordinating the supply chain (SC) at both ends to achieve the chain's primary objective of meeting customer requirements (Chojar, 2009). Information sharing enables dairy companies to identify and take advantage of opportunities in the global marketplace (Kumar & Mohan, 2014). Highly integrated information-driven supply chains are crucial for incorporating uncertainty information in a complex adaptive ASC, especially in agribusiness systems with high complexity and uncertainty (Behzdi et al., 2017).

#### ***C. Sustainability***

Sustainability has been a critical concern in agriculture supply chain. Consumers are increasingly concerned about climate change and demand sustainable transportation methods, utilizing various technologies to maximize yield and minimize fuel and food waste (Singh et al., 2023). An empirical study by Kuwornu et al. (2023) study's reveals that sustainable SCM practices significantly influence food companies' quality assurance, with all three dimensions positively influencing their environmental, financial, and social performance. Thus, food companies must undertake sustainable SCM practices to achieve quality assurance. Plazzo and Vollero (2021) emphasize the importance of sustainability-related aspects in food sustainable supply chain management practices, including sustainable purchasing relationships and the circular economy.

Chen et al.'s (2016) study on agribusiness strategic management: determinants and trends reveals that strategies focus on targeting external, internal, and sustainable development dimensions. The analysis process identified

three sustainable development themes: ecological protection, social responsibility, and economic development. Likewise, Susanto and Othman (2021) identified three sustainable development themes: social relationship, environmental friendly, and security and safety.

#### ***D. Trust***

Successful Supply Chain Management (SCM) necessitates trust, effective communication, supply chain visibility, unplanned event management, and measurement of performance metrics for quality, delivery, response, and inventory turnover (Chojar, 2009). Roedel et al. (2002), in their study, indicated that trust, commitment, and transparency among the chain partners are important success factors for supply chain collaboration in agriculture supply chain management. Assis et al. (2022) in their study also indicated that trust in agri-food supply chains is increasing, but it has dispersed due to the productivity and longevity of publications. The content analysis on trust in the agri-food value chain by de Vries et al. (2023) identified three interrelated themes: trust and information exchange in the value chain, trust in the value chain system as a whole, and trust in digital agriculture.

#### ***E. Supplier management***

Supplier relationship practice involves fostering collaboration with key suppliers to uncover new value and reduce risk. Improving relationship quality can provide a competitive advantage in agri-food supply chains (Kumar & Mohan, 2014). Plazzo and Vollero (2021) in their review of food sustainable SCM building blocks and research trends identified common issues such as collaboration and coordination management, supplier management, and sustainable development. These include supplier selection criteria, alignment of procedures, supply chain efficiency, and collaborations adopting mandatory and voluntary standards. The study by Kuwornu et al. (2023) found that external practices like strategic supplier monitoring, individual supplier monitoring, and technological integration significantly predict agribusiness firms performance.

#### ***F. Supply chain integration***

The study by Zhao et al. (2020) highlighted the three aspects of supply chain integration, namely internal, supplier, and customer integration, and their relationships with product quality and financial performance based on data from 162 Chinese agro-food processing businesses. Their result reveals that internal and supplier integration are crucial for enhancing product quality in the agro-food supply chain. Moreover, integration of intra and inter-firm processes can be crucial for the effective sustainable performance of organizations, as if food sustainability SCM is based on sustainability, it can have a positive effect on all stages of the supply chain (Plazzo & Vollero, 2021). According to Routry and Behera (2017), inventory policy, demand forecasting, and ASC integration are the important areas of agriculture SCM. SCM's strong synergistic effect is evident through horizontal integration, expanding inter-firm relations in each link, and vertical integration, integrating multiple links for additional benefits (Tagiyev, 2021). Logistics integration is a very important factor that determines SCM performance in sugar companies in Kenya (Amukanga, 2018).

#### ***G. Coordination and collaboration management***

Collaboration and coordination management are the determinant factors of food sustainability in SCM. Specifically, collaboration with partners along the supply chain for exploring the competitive advantages derived from a sustainable approach by leveraging environmental information along the supply chain is crucial in food sustainable SCM (Plazzo & Vollero, 2021). Mor et al. (2015), in their review, reveal that the associated economic benefits of sustainable agri-food supply chains can be achieved through innovation, supply chain collaboration, the elimination of uncertainties, and introducing global supply chain practices into green and lean initiatives. Coordination and successful partnerships can contribute to food safety and environmental

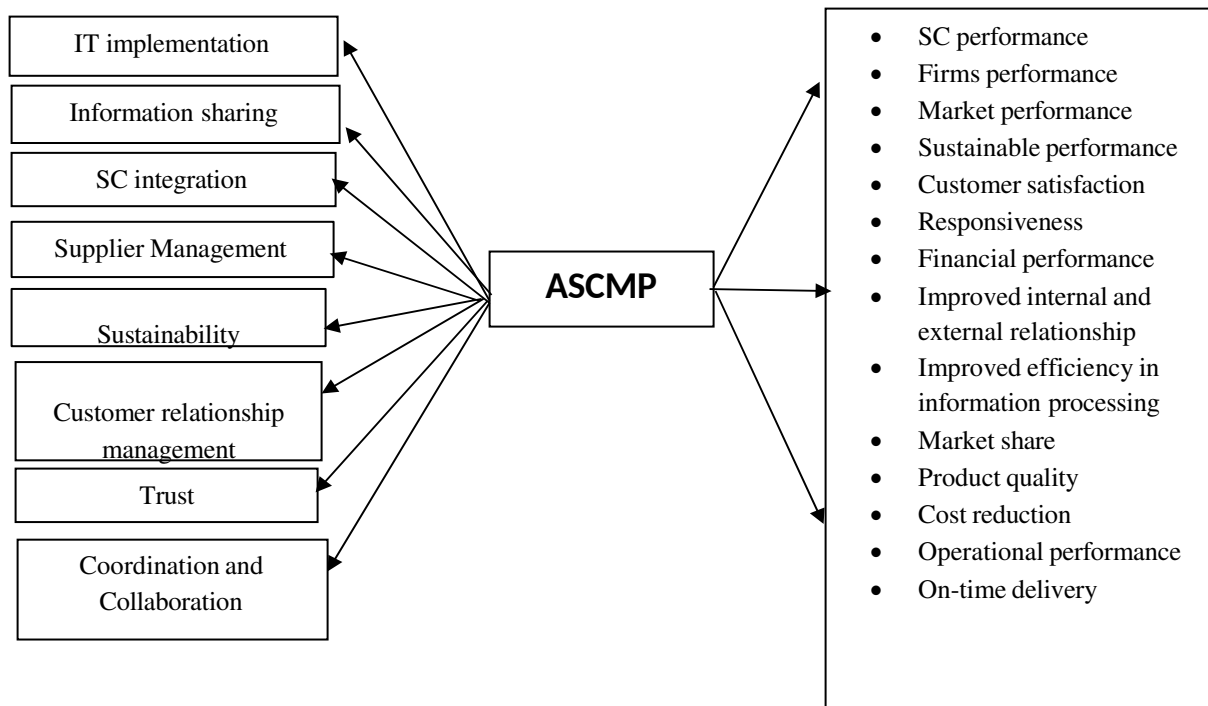
sustainability (Luo et al., 2018)

**H. Customer relationship management**

Customer relationship management is a cost-effective approach to providing value-added benefits to the supply chain by utilizing extensive strategies and engineering to cultivate and retain advantaged customers (Kumar & Mohan, 2014). Lin et al. (2010) explored the impact of CRM dimensions on innovative capabilities, including information sharing, customer involvement, long-term partnership, joint problem solving, and technology-based CRM.

**4.0. Development of a conceptual framework to guide future research**

The study offered a conceptual framework to future researchers based on the content analysis of the selected papers above. Furthermore, as shown in Figure 8, the implementation of these SCM practices in agribusiness firms will result in a variety of desirable outcomes and benefits, such as organizational performance, supply chain performance, marketing performance, customer satisfaction, responsiveness, cost reduction, and many more.



**Figure8. The proposed conceptual framework**

**5.0. Conclusions**

Agribusiness is a crucial global economic source of food supplies, encompassing the farm-to-fork process from production to distribution, encompassing stages such as storage, processing, and distribution. This study uses an SLR to provide a broad impression of the determinant factors of ASCMP in current SCM and logistics research. Following an examination of the findings, the following conclusions are drawn: First, SCM and logistics research studies are addressed based on the nature of the study and country-wise. Accordingly, the majority of studies primarily focused on theoretical or review research, with 11 papers originating from existing

articles, with the most SLR and quantitative studies examined. Thus, there are shortages of studies considering empirical, case studies, and qualitative studies. In terms of the studies' accessibility, as a country, India has the largest share of literature on SCM in agriculture, with most studies from developed Asia, Europe, Australia, and the USA, with less attention in Africa and South America.

Second, with regard to the distribution of the papers based on the type of agriculture firms and focus area, there is a lack of studies conducted on specific agribusiness firms; the majority of the studies have worked on generalized firms. Regarding the focus areas, the majority of publications focus on agricultural supply chain management, followed by SCMP and challenges, trust, factors affecting ASCM, and sustainable ASCM. Thus, the finding indicated that there are serious shortages of studies carried out considering specific agribusiness firms, as the determinants of ASCMP may vary from firm to firm.

Third, existing research shows that supplier management, supply chain integration, IT implementation, sustainability, trust, information sharing, customer relationship management, coordination, and collaboration management are the most common factors in ASCMP, while traceability, procurement planning, contract monitoring, top management support, staff competency, food safety management, and lean practice are less important factors. Congruent with this other than agribusiness area, Talib et al. (2011) worked on a project to link total quality management practices to supply chain management practices. From an SCM perspective, a set of six SCM practices (customer relationship, material management, strategic supplier partnership, information and communication technology, corporate culture, and close supplier partnership) applicable to different organizations were identified from 90 SCM practices. The authors also indicate that implementation of these SCM practices in the organization will result in many desirable outcomes and benefits, such as customer satisfaction, JIT delivery, and reduced cycle time. Jabbour et al. (2011) also surveyed 107 Brazilian companies, mapping 22 practices for four constructs of SCM practices: SC integration, information sharing, strategic relationships with customers and suppliers, and customer support. Likewise, Pire (2010) summarize 41 SCM practices into nine major categories: buyer-supplier relationship, strategic purchasing, trust, dependency and interdependency, supplier evaluation system, information sharing, postponement, quality of information sharing, and outsourcing. Okongwu et al. (2015) suggested four SCM practices: customer relationship, supplier partnership, information sharing, and information quality.

Finally, it is concluded that IT implementation or technology adoption is the most cited practice of ASCM, followed by information sharing, supply chain integration, supplier management, and sustainability. Thus, agribusiness firms should give much emphasis to these practices. In addition, the literature review suggests that implementing SCM practices in agribusiness firms can enhance organizational performance, supply chain performance, marketing performance, customer satisfaction, JIT delivery, and reduced cycle time. Moreover, the study provided practical insights and theoretical and managerial implications, offering actionable inferences for practice.

### ***5.1 Theoretical implications***

Research on the factors determining supply chain management is critical since there is a shortage of literature in the area and several confusions associated with the most determining factors of ASCM practices. The current SLR creates a comprehensive platform to motivate further research in the area by offering three key theoretical implications. First, it presents the research profile of the congruent studies published in various journals, the timely distribution of the paper, the nature of the studies, the geographic scope of the studies, the types of agriculture firms, and the focus areas of the studies. Second, the study categorizes the literature into eight themes: supplier management, supply chain integration, IT implementation, sustainability, trust, information sharing, customer relationship management, coordination, and collaboration management. Third, the study

proposed a conceptual framework that captures the practice of ASCM practices with the antecedent outcomes. This framework thus highlights a theoretical view of SCM practice in agribusiness industries and can help future researchers to understand and empirically investigate various elements of ASCM practices and the capabilities that can affect supply chain performance, supply chain process capabilities, firms' performance, and other outcome variables.

### ***5.2 Managerial implications***

This paper successfully achieves the research objective and provides managerial implications. The key managerial implications of the findings are first identified a set of common and major ASCM practices; the study provides SCM managers in agribusiness with a useful tool for modifying their current ASCM practices. Besides, the research provides decision-makers with the necessary theoretical study to delve deeper into the implementation part of the system's competitive strategy for ASCM practices, particularly for those planning to enter the industry. The most important variables that managers should pay attention to during their ASCM practices are IT implementation or technology adoption, information sharing, supply chain integration, supplier management, and sustainability.

### ***6.0 Limitations and Future research direction***

This review has limitations, including using specific keywords to select articles from the Scopus, Science Direct, and Google Scholar databases, i.e., using only three databases, so researchers can explore other databases and compare their findings to this finding. Although many analyses were identified, the study suggests different bibliometric methods for different contexts. In addition to this, the reachability of ASCM studies, particularly in African countries, is limited, necessitating future research to explore factors affecting ASCMP specific to these regions. Moreover, regarding the type of agriculture firms and focus areas, the majority of studies on agribusiness are generalized firms, with most focusing on agricultural supply chain management, challenges, trust, factors affecting ASCM, and sustainable ASCM. This indicates a significant lack of studies on specific agribusiness firms, which recommends future researchers consider specific agribusiness firms.

Methodologically, the majority of studies are primarily focused on theoretical or review research; there are shortages of studies considering empirical, case studies, and qualitative studies. Thus, it suggested that future research consider these and other different methods when addressing this research domain. In addition, from the analysis, nine factors were identified, and a conceptual framework was suggested to guide future research. Thus, it is recommended to test the recommended conceptual framework empirically, and more specifically, a criteria-based evaluation of factorial analysis is recommended in order to identify the main variables, determine the SCM practice, or reduces the dimensionality of the factors.

### **7.0. Conflict of interest**

The authors declare no conflict of interest.



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**Appendix I Summary of the reviewed papers**

**Table 2. Summary of the reviewed papers**

Author s	Timely delivery/Lead Time	Transportation and Distribution mgt	SC Integration	Inventory mgt	Demand Forecasting	Food standard	Traceability	Perishability	Sustainability	IT implementation/ Adoption of	Coordination and Collaboration Mgt	Supplier management	Commitment	Mutual Trust	Information Sharing	Leadership/Top management Support	Procurement Planning	Contract Monitoring	Staff Competency	Food Safety mgt and Quality	Warehouse	Customer Relationship Management	Supply Chain Manufacturing	Lean Practice
Suleiman et al.(2021)	*	*	*																			*	*	
Routroy & Behera (2017)			*	*	*					*														
Khandelwal et al. (2021)		*		*		*	*	*		*										*				
Palazzo & Vollero (2021)		*	*						*		*	*										*		
Roekel et al. (2002)											*	*	*	*										
Behzadi et al. (2017)	*							*					*											
Chojar (2009)														*	*	*								
Tagiyev (2021)			*																					
Trienekens et al. (2014)										*					*									
Høyer et al. (2019)															*									
Khan et al. (2022)					*												*	*	*					
Kuwornu et al. (2023)								*	*		*			*					*					

Imbiri et al. (2023)								*		*											*				
Singh et al. (2023)								*	*																
Kumar & Mohan (2014)		*							*		*			*							*	*		*	
Amukanga (2018)			*												*										
Assis et al. (2022)													*												
de Vriesi et al. (2023)													*												
Mor et al. (2015)										*															*
Zhao et al. (2020)			*								*														
Chen et al. (2016)								*																	
Kwamega et al. (2018)									*			*			*										
Luo et al. (2018)										*	*											*			
Susanto & Othman (2021)								*	*	*			*	*								*			

Source: Own Survey (2023)